



Commute Trip Reduction Funding and Structure

The Commute Trip Reduction Program (CTR) consists of an extensive set of formal and informal partnerships.

Figure 1 characterizes how the state investment is compounded at each level in the program. Ultimately, these investments result in employee contributions, saving space on our roads and improving efficiency in the transportation system.

This document briefly describes the CTR Program's funding and structure.

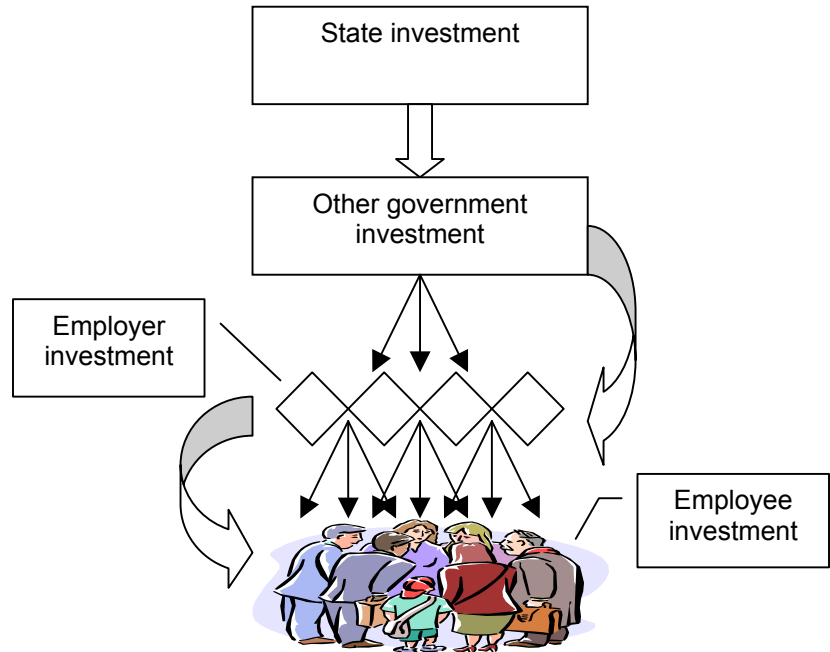


Figure 1. How Washington State investment in the CTR Program leverages additional public and private funding.

How much is invested in CTR?

In the 2001–2003 biennium, the state will have invested \$5.5 million in CTR. These funds are used to manage the program, provide local administration and services, establish accountability, provide technical assistance, generate public awareness, and support policy development.

Local governments (counties, cities, transit systems) provide an additional investment. Based on 2002 data, local government investment is approximately \$6 million for the biennium. These funds are used to provide commute services to employers.

Employers invest in commute programs for their employees. Employer investment has steadily increased since 1995 when they reported investing \$9 million for the year. The most recent complete survey, 2001, suggests employers are contributing over \$35 million per year. Early analysis of 2003 data suggests that employers have continued to increase their investment. Employer investment has shifted as the CTR program has matured. In 1995, the majority of their investment was for administration; today over 75 percent of the investment is commute subsidies.

What does the state's current investment of \$5.5m in CTR buy?

1. **Contracts for counties and local jurisdictions (\$3.98 million)**
 - Of the total CTR budget of \$5.5 million, 70% of the funding (\$3.815) is directly provided to 69 local jurisdictions that have enacted CTR ordinances. These jurisdictions support 1,111 worksites.
 - Jurisdictions are responsible for program development and program review and provide employer services (additional detail included below).
 - WSDOT has 1.0 FTE assigned to contract management.
2. **Tracking trip reduction and assessing impacts (\$525,000)**
 - Develop, conduct and process employee surveys and analyze data.
 - Provide information and data for impact assessments.
 - Distribute information to Legislature.
 - Provide information and analysis in support of other, non-CTR transportation projects.
 - WSDOT has 2.0 FTE assigned to data and accountability.
3. **Technical assistance and training (\$430,000)**
 - Respond to technical questions.
 - Develop materials and provide ETC and program reviewer training.
 - Create and distribute program designs and best practices.
 - WSDOT has 2.0 FTE assigned to technical assistance and training.
4. **Public awareness (\$265,000)**

In 1998 employers asked the Legislature to fund a coordinated, statewide public awareness campaign.

 - Conduct market research and analysis; coordinate public education and marketing campaigns.
 - Develop and produce materials for agencies and employers.
 - WSDOT has 1.0 FTE assigned to public awareness.
5. **Policy support (\$325,000)**
 - Support the CTR Task Force
 - Participate and/or lead transportation planning and policy efforts at the agency, local, regional, and federal level
 - Facilitate regional coordination efforts and provide expert guidance on policy, planning, and program delivery
 - WSDOT has 1.0 FTE assigned to policy support.

How does local government spend money on CTR?

Local expenditure of the state funds is tracked on a quarterly basis. Jurisdictions report the expenditure of state funds to WSDOT using the following categories:

1. Administration - This includes funding to support an annual review of employer CTR programs, costs of required biennial surveys of employee commute patterns, state reporting and invoicing, and interjurisdictional coordination.
2. Training – This includes semi-annual training provided to employee transportation coordinators at the employer worksites on basic program requirements, annual training on administration of the employee commute survey, and special training to enhance the effectiveness of worksite CTR programs.
3. Support and services – This includes providing ongoing networking opportunities for employee transportation coordinators, assistance in developing and implementing worksite-specific trip reduction strategies, designing parking management plans, establishing worksite subsidy and incentive programs, developing marketing materials, administering local and state promotional programs, and managing employee and management recognition programs.
4. Other – This includes costs not clearly contained in one of the previous categories.

Comparing expenditures is complicated by local flexibility

It is difficult to compare CTR expenditures across jurisdictions due to the local flexibility permitted in administering the CTR Program. WSDOT has worked with each of the CTR-affected counties to develop contracting processes and program administration models appropriate to each area. These models change over time.

Although this focus on local flexibility has enhanced the overall performance of the CTR Program, it creates inconsistencies in program budgeting. For example, some jurisdictions cover program administration costs with local funds, while others use a share of state funds for program administration. Likewise, while all jurisdictions spend the primary share of state funds on employer support and services, some also contribute significant amounts of local resources in this area.

Expenditures by category

The following table indicates the use of state CTR funds by local jurisdictions for the first six quarters of the current biennium (July 1, 2001–December 31, 2002).

Jurisdiction	Administration	Training	Support & Services	Other
Clark County	29.9%	2.1%	74.0%	0.0%
King County Metro	0.0%	1.6%	98.4%	0.0%
Spokane County	4.9%	1.3%	92.3%	1.4%
Snohomish County	29.7%	1.0%	65.1%	4.6%
Yakima COG	25.1%	0.0%	74.3%	1.0%

Whatcom COG	1.9%	0.0%	95.4%	2.7%
City of Federal Way	0.0%	0.0%	97.7%	2.3%
City of Issaquah	0.0%	1.0%	99.0%	0.0%
City of Kent	14.2%	1.0%	85.0%	0.0%
City of Redmond	23.0%	1.4%	69.0%	6.7%
City of SeaTac	15.3%	0.0%	72.2%	12.6%
City of Seattle	11.2%	0.0%	87.0%	1.8%
City of Shoreline	0.0%	0.0%	100.0%	0.0%
City of Bellevue	0.0%	1.6%	98.4%	0.0%
City of Renton	2.7%	1.6%	95.7%	0.0%
Kitsap Transit	20.3%	0.0%	79.7%	0.0%
City of Tukwila	38.0%	1.0%	46.3%	15.5%
City of Kirkland	23.9%	2.2%	73.9%	0.0%
The Shea Group	29.4%	14.7%	41.5%	14.4%
City of Olympia	32.1%	20.9%	44.8%	2.3%
Average	15.1	2.6	79.5	3.3

How are the state CTR funds allocated to the counties?

For the period July 1, 2002 to June 30, 2003, WSDOT will distribute \$1,907,500 to the nine CTR-affected counties to implement Commute Trip Reduction (CTR). The funding is allocated among the counties based on:

1. The number of CTR-affected and voluntarily participating worksites in each county
2. Past performance, in terms of number of trips reduced by worksites in each county

Base funding for counties

Eighty percent (\$1,526,000) of the total funds distributed to the counties is allocated on the basis of the number of worksites in each county, with a minimum guaranteed allocation of at least \$80,000 per county. At the time the current allocation formula was finalized, there were 1,113 affected or voluntarily participating worksites in the CTR program.

The rationale for the minimum allocation is that each county needs sufficient funding to retain one FTE to implement the countywide program. In effect, this means that larger counties have agreed to give up some of the funding they would otherwise receive in order to ensure that smaller counties have sufficient resources to implement a program.

Performance-based funding

The remaining twenty percent (\$381,500) of the total funds distributed is allocated on county CTR performance. Performance is measured as the number of trips reduced per day in each county. Trip reduction is measured for each employer using the state CTR

survey form, and captures trip reduction at each worksite between the time the worksite entered the CTR program, and their most recent survey.

The ability to distribute funding based on performance was created through 2001 legislation. Prior to 2001, WSDOT was required to allocate funding proportional to the number of CTR sites in the county. The change to the statute was made at the request of the CTR Task Force and reflected the desire to create greater incentives for successful implementation of CTR.

Note that Kitsap County did not receive a share of the performance funding. Due to fluctuating military workforce levels and significant reorganization of several major worksites in the county, Kitsap County did not reduce the number of commute trips between 1993 and 2001.

		Allocation	
County	Number of sites	Worksite	Performance
Clark	51	\$80,000	\$11,867
King	596	\$736,450	\$210,039
Kitsap	37	\$80,000	\$0
Pierce	84	\$103,795	\$77,628
Snohomish	89	\$109,973	\$19,053
Spokane	113	\$139,629	\$40,919
Thurston	94	\$116,152	\$10,506
Whatcom	27	\$80,000	\$5,970
Yakima	22	\$80,000	\$5,516

CTR contracting and administration

As explained earlier in this document, WSDOT permits maximum local flexibility in administering the CTR Program. WSDOT has worked with each of the CTR-affected counties to develop contracting processes and program administration models appropriate to each area. These models change over time.

The 2001 legislative change allowed WSDOT to contract directly with the organization overseeing implementation of CTR in the county. Prior to 2001, WSDOT was required to contract with the county. The previous process resulted in multiple inter-local agreements, transferring the state funds between organizations at the local level.

Clark County

WSDOT contracts with Clark County for program administration. Clark County and the county's three affected cities (Vancouver, Camas, and Washougal) use the state funds to contract with C-TRAN, Clark County's transit system, to perform day-to-day program implementation. The jurisdictions maintain program oversight through an

interjurisdictional oversight committee. The state funds support approximately 0.8 FTE at C-TRAN. State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. C-TRAN has also used local funds to support the CTR program.

King County

WSDOT contracts directly with the cities of Bellevue, Bothell, Federal Way, Issaquah, Kent, Kirkland, Redmond, Renton, SeaTac Seattle, Shoreline, Snoqualmie, and Tukwila, for program administration, and with King County for program administration in the remaining affected cities (Auburn, Burien, Federal Way, Mercer Island, Snoqualmie, Woodinville). All of the cities that WSDOT contracts with directly, with the exception of Kent and Redmond, contract with King County Metro to perform day-to-day program implementation. Kent and Redmond are responsible for their own program implementation.

State funds support approximately 10 FTE in King County (8 FTE at King County Metro, and 1 FTE each in Kent and Redmond). State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. Most King County jurisdictions also contribute additional local funds to the program, and federal CMAQ funds have also been used to support development of new employer services.

Kitsap County

WSDOT contracts directly with Kitsap Transit on behalf of Kitsap County and the four affected cities (Bremerton, Port Orchard, Poulsbo, Bainbridge Island). Through interlocal agreements with each of the jurisdictions, Kitsap Transit is responsible for all elements of program administration. State funds support approximately 2 FTE at Kitsap Transit. State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. Kitsap Transit has also used local funds to support the CTR program.

Pierce County

WSDOT contracts with Pierce County for program administration. Approximately 50 percent of the state funds provided to the county are contracted through interlocal agreements to Pierce Transit. Pierce Transit uses the funds to provide employer services, provide employer training, and conduct program marketing and outreach activities. The remaining state funds are split between Pierce County and the City of Tacoma. Through interlocal agreements, Pierce County performs program development and review for the cities of Buckley, Dupont, Lakewood, Sumner, and University Place. The City of

Tacoma performs these functions for employers in the cities of Tacoma and Fife. State funds support approximately 3 FTE (one FTE each in the City of Tacoma, Pierce Transit, and Pierce County). The state funds are used to support program development and review. State funds have been supplemented by local funds and federal grants.

Snohomish County

WSDOT contracts with Snohomish County for program implementation. Approximately 50 percent of the state funds provided to the county are contracted through interlocal agreements to Community Transit. Community Transit uses the funds to provide employer services, provide employer training, and conduct program marketing and outreach activities. The remaining state funds are used to support program development and review, and are split between Snohomish County and the cities of Arlington, Bothell, Edmonds, Everett, Lynnwood, Marysville, Monroe, Mountlake Terrace, and Mukilteo. State funds support approximately 1 FTE in Snohomish County. State funds have been supplemented by local funds and federal grants.

Spokane County

WSDOT contracts with Spokane County for program implementation. Through interlocal agreements with the cities of Airway Heights, Cheney, Liberty Lake, Medical Lake, Spokane, and Spokane Valley, Spokane County performs all program functions. State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. State funds support approximately 3.8 FTE at Spokane County. State funds have been supplemented by local funds and federal grants.

Thurston County

WSDOT contracts with the City of Olympia for program implementation at Olympia worksites, and with a private consultant, the Shea Group/Parametrix, for implementation in unincorporated Thurston County and the cities of Lacey, Tumwater, and Yelm. The Shea Group delivers employer services, supports program development and review, provides employer training, and conduct program marketing and outreach activities. The City of Olympia contracts with the Shea Group to perform these same functions for Olympia employers. State funds support approximately 2 FTE at the Shea Group. State funds have been supplemented by local funds.

Whatcom County

WSDOT contracts directly with Whatcom Council of Governments (WCOG) on behalf of Whatcom County and the City of Bellingham. Through interlocal agreements with each of the jurisdictions, the WCOG is responsible for all elements of program administration. State funds support approximately .5 FTE at WCOG. State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. WCOG has also used local funds to support the CTR program.

Yakima County

WSDOT contracts directly with Yakima Conference of Governments (YCOG) on behalf of Yakima County and the cities of Selah, Toppenish, Union Gap, and Yakima. Through interlocal agreements with each of the jurisdictions, the YCOG is responsible for all elements of program administration. State funds support approximately 1.1 FTE at YCOG. State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities.